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Planning and Coordination Functions of The Joint Council on Food and Agricultural Sciences



Joint Council
on Food and
Agricultural Sciences

August, 1980

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DEFINITIONS

Planning. In general, the tasks involved in program planning are: (1) develop statements of missions, goals, and objectives; (2) assess current and future trends; (3) develop statements of problems; (4) establish problem priorities; (5) develop program plans; (6) develop plans for implementing programs.

Coordination. In general, the tasks involved in the coordination of programs are: (1) assemble and exchange information; (2) obtain agreement among the performers on the areas of responsibility and on cooperative efforts; (3) evaluate progress in the achievement of program objectives; (4) obtain agreement among the performers on program adjustments needed.

Title XIV. Refers to the National Agricultural Research, Extension and Teaching Policy Act of 1977 which is Title XIV of the Food and Agriculture Act of 1977, Public Law 95-113, 95th Congress.

Council. Refers to the Joint Council on Food and Agricultural Sciences which was established in conformance with Title XIV.

Food and agricultural sciences. Refers to the Title XIV definition which "means sciences relating to food and agriculture in the broadest sense, including the social, economic, and political considerations of (1) agriculture, including soil and water conservation and use, the use of organic waste materials to improve soil tilth and fertility, plant and animal production and protection, and plant and animal health; (2) the processing, distributing, marketing, and utilization of food and agricultural products; (3) forestry, including range management, production of forest and range products, multiple use of forest and range lands, and urban forestry; (4) aquaculture; (5) home economics, human nutrition, and family life; (6) rural and community development."

Performers. Refers to organizations or agencies who conduct programs of research, extension and/or teaching.

Copies of this report are available from:

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INTRODUCTION

This report provides information on the most important functions for which the Joint Council on Food and Agricultural Sciences was created: coordination and planning. The Council has responsibility for fostering coordination and planning within and among research, extension and teaching programs with all of the partners in the U.S. food and agriculture science and education system.

At its first meeting in April 1978, the Council established an Organization Study Group. The Group developed and analyzed planning and coordination structures that were circulated widely in the food and agriculture science community for reaction. After in-depth study and analysis, the Council adopted the structure shown in the second section of this report.

A Steering Committee on Planning and Coordination, appointed to assist in putting the Council's structure in place, suggested how various elements in the structure might organize and operate.

Later, a Special Committee on Planning and Coordination was appointed to assist the Joint Council in thinking through many of the important issues relevant to implementing the structure and getting it to operate effectively. Members of the committee represented the functional components of the agricultural science and education system (research, extension and teaching).

This report is based on contributions from the Organization Study Group; the Steering Committee on Planning and Coordination; the Special Committee on Planning and Coordination; staff papers and analyses; and deliberations of the Joint Council and its Executive Committee.

It is anticipated that this report will be of interest and value to persons appointed to Joint Council planning and coordination councils and committees; to Council members and their alternates; and to others who are interested in the planning and coordination functions of the Council.

While the Council tries to be helpful in providing information such as that contained in this report, it recognizes that many of the people appointed to Council planning and coordination groups -- as well as others -- have substantial experience and expertise in planning and coordination. The Council encourages initiative in developing and improving in its planning structure and processes.

This report is not the Council's final word on its planning and coordination functions; rather it is a recording of the present status in its evolving process.

JOINT COUNCIL PLANNING AND COORDINATION:
ROLE AND OBJECTIVES

Statutory Requirements of Title XIV

The Food and Agriculture Act of 1977 (Public Law 95-113) mandates the performers in the food and agricultural science system to improve planning and coordination activities and affords them an opportunity to develop and make available to policymakers, planners, and others, summaries of what has been done and consensus statements on what needs to be done in research, extension, and teaching in the food and agricultural sciences.

The Joint Council on Food and Agricultural Sciences was charged by the Congress to provide leadership in fostering coordination of the agricultural research, extension and teaching activities of the federal government, states, colleges and universities, and other public and private institutions involved in the food and agricultural sciences. The allied planning function was also highlighted in the Congressional charge.

The Joint Council's principal objective is to foster coordination and planning among all of the major performers of agricultural research, extension and teaching. The Congressional mandate requires that nonland-grant universities and public and private institutions involved in food and agricultural sciences be a part of the activities of the Joint Council. The membership of the Joint Council is reflective of this broadening of the food and agricultural science community, as well as coordination within and among the functions of research, extension and teaching.

Verbatim excerpts from Title XIV having special relevance to the planning and coordination responsibilities of the Joint Council are given in Appendix A. More briefly stated, the Title XIV requirements related to planning and coordination are:

1. Utilize an effective system of regional and national coordination and planning of agricultural research, extension and teaching programs.
2. Develop recommendations on long-range needs, priorities and goals in the food and agricultural sciences (five-year plans to be updated and submitted each year).
3. Develop recommendations on current needs, priorities and goals in research, extension and teaching (annual plans to be submitted each year).
4. Outline plans for coordination and delineate suggested areas of responsibility among partners in the agricultural science and education system (required in the annual report).

5. Summarize information on ongoing activities and achievements in research, extension and teaching programs conducted by organizations represented on the Joint Council (required in the annual report).
6. Analyze and evaluate the economic, environmental and social impacts of agricultural research, extension and teaching programs conducted in the U.S.
7. Provide a forum for the interchange of information among the organizations represented by members of the Joint Council.

Expectations of Congress in Establishing the Joint Council

Those who followed the development of the legislation report that in establishing Title XIV, Congress appeared to have the following convictions and expectations:

1. That there was some unnecessary duplication among partners in the food and agricultural science and education system.
2. That planning processes in the USDA, state experiment stations and state extension services should be developed and stated more clearly.
3. That unified plans with delineation of responsibilities developed by the Joint Council would help Congress in dealing with what appeared to be overlapping and competing requests from various components in the agricultural science and education system.

Council Philosophy and Policy in Regard to Its Role

Early in its life, the Joint Council articulated philosophies and policies regarding its role in planning and coordination which guided it in deciding upon its planning and coordination structure and in putting the structure in place. These policies which will continue to guide the planning and coordination functions of the Council, are:

1. The Council sees its role as one of fostering coordination and providing information, encouragement, and assistance to the organizations and agencies that conduct agricultural science and education programs. The Council provides a forum in which representatives of all components of the U.S. food and agricultural science and education system interact.

2. The Council believes that effective planning and coordination come about by consensus agreement through reasonably democratic procedures followed by performers who are well informed of ongoing programs, future needs, alternatives and constraints.
3. The Council supports maintenance of the integrity of existing organizations and agencies which conduct and/or help plan science and education programs. The Council does not intend to focus on planning and coordination within institutions and agencies, but hopes that its planning and coordination outputs will be helpful to them.
4. The Council visualizes planning as an interactive process and that in order to be effective, planning and coordination require continuous flows of information among all regional and national units in the science and education system. Beyond that, it emphasizes the importance of regional and state involvement in the process and feels strongly that the process should not be directed from the national level. This philosophy led the Council to decide to establish its regional councils and committees before establishing its national committees.

Objectives of the Council's Planning and Coordination Efforts

The objectives of the Joint Council's planning and coordination efforts are to enable the performers of research, teaching, and extension in the food and agricultural science and education system to:

1. Continue and strengthen the responsiveness of the system to the needs of the users of food and agricultural science and education.
2. Continue and strengthen benefits to society from agricultural science and education.
3. Make more effective use of public and private resources devoted to food and agricultural science and education.
4. Develop and use reliable knowledge of the social, economic and environmental impacts of science and education in setting priorities.
5. Develop stronger public understanding and support of food and agricultural science and education.

STRUCTURE FOR JOINT COUNCIL PLANNING AND COORDINATION

Title XIV states that the Joint Council has responsibilities for "planning and coordination efforts in the food and agricultural sciences that utilize an effective system of regional and national planning."

Recognizing the importance of continuing the work that was underway as well as broadening the scope of planning and coordination functions, the Council took two actions at its first meeting in April 1978.

First, it elected to continue the research planning that had started under the National Research Planning Committee and its Regional Research Planning Committees. This work has continued under the Interim National Research Planning Committee of the Joint Council.

Second, it established an Organization Study Group to develop recommendations on organization of the Council, including structure for the Council's planning and coordination efforts. The Study Group developed three optional plans that were circulated for review and comment to Council members and to various organizations and agencies in the food and agricultural sciences. The wide circulation of the optional structures resulted in a large number of reactions, comments and recommendations.

The organizational structure for planning and coordination finally adopted by the Council is shown in the chart. The Council deliberated at considerable length before adopting this structure. There was complete consensus on the need for regional committees for each of the three functions -- research, extension and teaching. There was a good deal less unanimity on the need for both national committees for the three functions and for regional councils. The structure adopted called for both -- the national committees to accomplish national planning and coordination within functions and regional councils for integration and coordination across functions within each of the four regions.

To emphasize the importance of planning and coordination in the regions, the decision was made to establish the regional councils and committees before appointing the national committees.

A Steering Committee on Planning and Coordination established ad hoc regional councils, then assisted these ad hoc councils in establishing the permanent regional councils. The regional councils are in the process of appointing the regional functional committees.

All regional and national elements in the Joint Council's planning and coordinating structure will be in place and functioning by late summer or early fall of 1980.

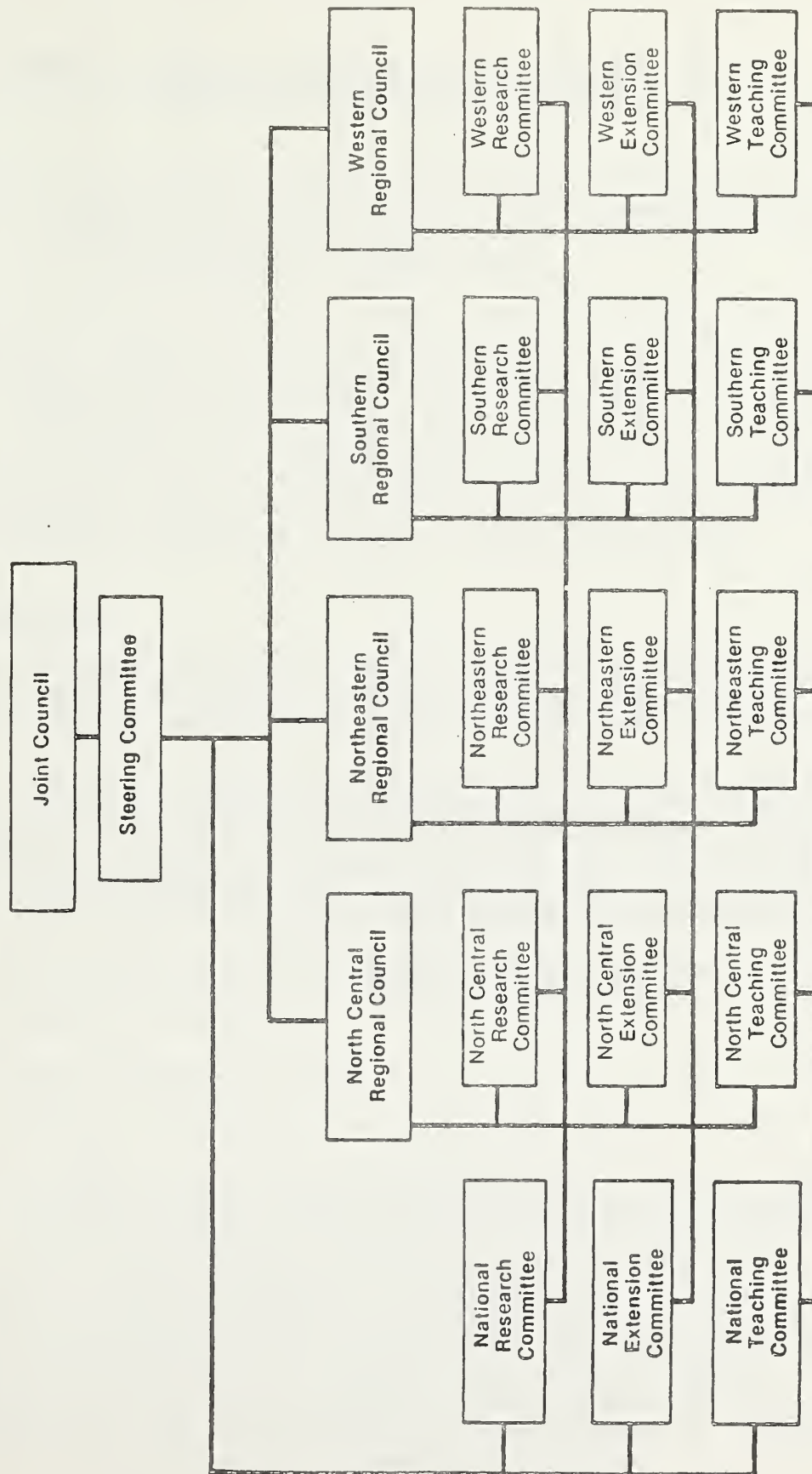
Organization and operation of the regional councils, regional committees, and national committees -- as outlined by the Steering Committee on Planning and Coordination in 1979 -- are shown in Appendixes B, C, and D, respectively.

While the Council was going through the rather lengthy process of deciding on its structure and putting it in place, it carried out a number of planning and coordination activities on an ad hoc basis. The Interim National Research Planning Committee and the regional planning committees continued to operate effectively. Development of a five-year plan was led by an ad hoc committee of the Council. During 1979, the Council gave special coordination attention to human nutrition, integrated pest management and small farms. In 1980, work is continuing on integrated pest management and human nutrition, and energy in agriculture was added as an area for special coordination efforts.

It is likely that the Council will find continuing need for ad hoc committees for special purposes. However, when all elements in its structure are functioning, the amount of ad hoc planning and coordination activities likely will decrease.

Joint Council on Food and Agricultural Sciences

Organizational Structure for Planning and Coordination



INTERNAL LINKAGES AND OPERATIONS WITHIN THE JOINT COUNCIL PLANNING AND COORDINATION STRUCTURE

The planning and coordination structure of the Joint Council provides the capacity to foster planning and coordination in two dimensions and at two levels: (1) within and across the functions of research, extension and teaching; (2) at the regional and national levels.

Improved planning and coordination within functions will help assure that both redirected and new resources will be channeled into emerging high priority areas. Improved planning and coordination across functions will not only stress the interdependence of research, extension and teaching, but will encourage a reasonable balance of funding among each of these functions. In addition, the communications and information linkages of the Joint Council must support its Congressional mandate to foster regional and national planning and coordination in the food and agriculture sciences (these mandates are outlined in the first section of this report).

Information Needs

The Council requires information from all elements of its planning and coordination structure--regional councils, national committees, and regional functional committees--in order to achieve these objectives.

Regional planning and coordination require at least two other types of linkages. First, all elements of the structure must be free to relate to other elements within or across functions and within or across regions. The second type of linkage is related to the information which the regional councils, national committees, and regional committees need from the Council to help them do their work. These information needs include:

1. Policies, guidelines, and suggestion of opportunities
2. Requests for information
3. Council reactions to inputs
4. Decisions of the Council

The regional functional committees (research, extension and teaching) will serve as the focal point for regional planning and coordination within a function. These committees are likely to be the initial place for developing information about annual priorities and five-year plans. A model for these activities might be the Regional Research Planning Committees -- established under the Agricultural Research Policy Advisory Committee (ARAC) and continued under the Interim National Research Planning Committee of the Joint Council. Although these committees have no counterparts in extension and teaching, the differences among them reflect the desirability of operational variations and adaptations to regional needs and to the unique needs of extension and teaching.

The diversity of needs in the food and agricultural sciences throughout the Nation makes flexibility essential. However, activities of the regional functional committees are expected to:

1. Identify regional needs for research, extension and teaching, and establish priorities for the implementation of plans.
2. Communicate regional needs to the regional councils and the national committees
3. Develop and implement an evaluation system for regional programs.
4. Consider the pros and cons of establishing centers of emphasis.
5. Establish means of implementing plans and linking them with decisions about budget, manpower and facilities.

While all regional committees might be expected to perform these activities, some might have needs which are function specific. For example, the regional teaching committees might consider the following thrusts:

1. Developing an inventory of higher education programs and an inventory of baseline data regarding them.
2. Identifying transfer agreements that exist among land-grant institutions, nonland-grant institutions, and those between the land-grant and nonland-grant institutions of higher education in food and agriculture.
3. Developing an inventory of instructional advances associated with agriculture, food and natural resources.
4. Identifying and summarizing trends in professional preparation in the food and agricultural sciences.
5. Sharing information about trends in placement and demands for holders of degrees from institutions of higher education in food and agriculture.

The initial focus for priority setting and multiyear planning would be within performing institutions and the regional committees. Regional information about priorities and plans within a function would be communicated along two channels to:

1. The national committees for research, extension and teaching
2. The regional councils

Communication Flows

The plans from the regional committees would be sent to the regional councils where across function needs and plans would be developed. These regional plans would also be sent to the national committees. The national committees would use regional priorities and plans to develop a set of national priorities, plans and recommendations. The regional councils would use regional priorities and plans for research, extension and teaching to develop a set of regional priorities, plans and recommendations.

The within function and across function information flows provide the Joint Council with two sets of recommended priorities and plans. Since the national committees will develop their plans with a knowledge of the regional needs and plans, this will simplify the Council's task of reconciling the two sets of reports before developing its recommended plans.

Planning and coordination are possible when enlightened self-interest of the parties is maintained by information. The planning and coordination structure of the Joint Council can generate information both within and across the functions of research, extension and teaching. In addition, the structure is capable of generating this information at national, regional, and institutional levels. This information is also available to users; scientists and educators; national, state, and local political decision makers; and administrators at all levels.

Communications to the Council from the regional councils and the national committees are likely to produce two different types of consensus. The regional committees and the national committees are likely to develop a consensus for within function needs. A second consensus is likely to be developed by regional councils for across function needs like integrated pest management, rural development and energy. The Joint Council will have received national priorities and plans for research, extension and teaching, and it will also have received regional priorities and plans across functions.

Facilitating Communication

Planning and coordination can be fostered by the processes used. Interaction among performers generates information while it increases the basis for understanding, coordination and commitment. An overlapping membership among the regional councils and both the national committees and the regional committees is a structural device which increases the opportunity for understanding, coordination and commitment. Since functional priorities and plans proceed to the Joint Council through functional channels, the functional perspective is preserved. Likewise, regional priorities across functions are channeled to the Joint Council through regional councils. The flows in both channels can be facilitated by an overlapping of membership and the commonality of interest in terms of function or location.

Communication would be facilitated if the Council standardized the information format used by all committees and councils in its planning and coordination structure. As a common program structure and data base develops, this problem may be simplified. One important step in this direction has already been taken. In October 1979, the Council appointed a Program Structure Study Group to: (1) look at the information needs of Council members, (2) inventory and assess structures presently being used, (3) suggest ways of bringing about more uniformity or compatibility in program structures, and (4) consider the program structure needs in the Council's planning and coordination structure.

This Study Group presented its findings and recommendations at the April 1980 meeting of the Joint Council. At that meeting, the Joint Council made the decision to proceed with the development of a common program structure that is compatible with the program structures being used by component members of the Council.

EXTERNAL LINKAGES BETWEEN THE JOINT COUNCIL AND OTHERS IN THE FOOD AND AGRICULTURAL SCIENCE AND EDUCATION SYSTEM

Nature of External Linkages

External linkages are contacts and relationships with outside institutions or individuals that are formulated by the elements of the Joint Council, i.e., the regional councils and the national and regional research, extension and teaching committees. Linkages are and must be at least two-way. The elements of the Joint Council will receive signals through its linkages with performers in the food and agricultural science and education system. Elements of the Joint Council will also send signals to the performers.

The elements of the Joint Council cannot influence without being influenced. Feedback information must be received through linkages for them to convey the message of the Joint Council to performers. Performers must be aware of and receptive to the information before they can favorably consider it and use it. The intermediate products of the linkages produce the contacts, the relationships, and the channels of two-way information flow.

The means for forming external linkages are:

1. Providing for representation of the external groups on the elements of the Joint Council--regional councils and national and regional committees
2. Setting up a responsive and effective communication system so that external groups:
 - a. Receive timely and accurate information from elements of the Joint Council
 - b. Send timely and accurate information to elements of the Joint Council.

Linkages with Performers

Performers are represented by a number of federal and non-federal organizations and institutions. Those most directly involved with the conduct of agricultural research, extension and teaching programs include:

1. Elements of the National Association of State Universities and Land-Grant Colleges (NASULGC), including:
 - a. Division of Agriculture
 - (1) Council of Administrative Heads of Agriculture (CAHA)
 - (2) Experiment Station Section and its Committee on Organization and Policy (ESCOP)

- (3) Extension Section and its Committee on Organization and Policy (ECOP)
- (4) Resident Instruction Section and its Committee on Organization and Policy (RICOP)
- (5) 1890 Research Directors and 1890 Extension Coordinators
- (6) Commission on International Agricultural Programs
- b. Council of 1890 Presidents
- c. Commission on Home Economics
- d. Commission on Veterinary Medicine
- 2. Regional associations of experiment station directors, extension directors and directors of resident instruction in colleges of agriculture
- 3. Public and private colleges and universities through representation by the American Association of State Colleges and Universities (AASCU), the American Association of University Agricultural Administrators (AAUAA) and the American Association of Universities (AAU)
- 4. Agencies of the U.S. Department of Agriculture, including:
 - a. Economics, Statistics and Cooperatives Service (ESCS)
 - b. Forest Service (FS)
 - c. Science and Education Administration (SEA)
- 5. Private industry
- 6. Foundations that conduct or facilitate research, extension, teaching, or international programs in food and agriculture

Linkages with performers will be most effective and efficient when their representatives (recommended from each of the groups) are active members of the appropriate element within the Joint Council. This is the principal means through which the influence of the Joint Council on performers and the influences of the performing groups on the Joint Council can be realized.

Those components of the performing groups that have national scope would have primary interaction with the national elements of the Joint Council; those that are regional in scope would interact primarily with the regional elements of the Joint Council.

Linkages with federal agencies and coordinating bodies involved in research or education programs related to agriculture are desired and there is need to have interaction with them. These include, among others:

1. Office of Science and Technology Policy (OSTP)
2. Office of Technology Assessment (OTA)
3. Committee on Food and Renewable Resources of the Federal Coordinating Council on Science, Engineering and Technology (CFRR/FCCSET), a committee specified in Title XIV which has representation from 12 agencies of the federal government.
4. National Science Foundation (NSF)
5. National Academy of Science/National Research Council/Board on Agricultural and Renewable Resources (NAS/NRC/BARR)
6. Environmental Protection Agency (EPA)
7. Department of Energy (DOE)
8. Department of Interior (DOI)
9. National Institutes of Health (NIH)
10. Soil Conservation Service (SCS)

Liaison representatives from these groups to the national committees and the Joint Council is an alternative. OSTP is represented by membership on the Joint Council.

Linkages with Users and Other Groups

The National Agricultural Research and Extension Users Advisory Board (UAB), established in conformance with Title XIV, is a national advisory group. The UAB is an important linkage with a diversity of user interests through exchange of reports between it and the Joint Council, annual joint meeting of the two groups, and the fact that two members of the UAB also serve as members of the Joint Council.

Linkages with users for the regional elements of the Joint Council can occur principally through the information flows established by the regional councils with representatives of users.

National advisory groups; local, regional and national organizations; and public and private foundations and institutes are also important external entities for which information flows to and from the Joint Council need to be established or improved.

Major responsibility for communications with state and local government officials lie within the state entities performing agricultural research, extension and teaching. Regional councils will need to explore the types of communication links and the kinds of information that the state performing entities can effectively use with their state legislatures. Communications from the regional councils to the legislative officials can most appropriately flow through the administrative heads of the relevant performing institutions within the states.

Information Components

The major components of external linkages are information development and information sharing. Information must be targeted to common core program structures within functional areas (research, extension and teaching) and also among these functional areas where they interface. The important information that should be sent to external groups and received from them include:

1. From external groups to the Joint Council:
 - a. Important societal problems requiring research, extension and teaching consideration
 - b. Programs that external performing agencies currently have underway addressing these problems and the resources committed to these programs.
 - c. Indications of what other programs are needed to fill the knowledge gaps and the resources needed to carry out these programs.
 - d. The results that are forthcoming from science and education programs (both actual and expected results) and how these results may be used by elements in the Joint Council planning and coordination structure.

These information inputs to the Joint Council from external groups would be used in its activities to assess the following:
(1) priorities for agricultural research, extension and teaching programs; (2) development of five-year plans for the food and agricultural sciences; (3) achievements by the performing groups in conducting research, extension and teaching programs; (4) progress in coordination of the research, extension and teaching activities both within and among the performing agencies; (5) evaluations of ways to improve the performance, conduct and effectiveness of these programs.

2. From the Joint Council to external groups:
 - a. Policies, opportunities and constraints on planning and coordinating food and agricultural sciences programs
 - b. Requests for information for improving program conduct and effectiveness
 - c. Decisions of the Joint Council regarding priorities, recommendations for program conduct, division of responsibilities, funding levels, etc.
 - d. Special studies; task force reports; research, teaching and extension program results and publications, etc.

Communicating and Using Joint Council Outputs

No information is useful until it is communicated and put to use. The payoff from Joint Council activities will be reflected in how well the five planning and coordination objectives of the Joint Council (outlined in the first section of this report) are achieved. These payoffs will be particularly affected by how well the Joint Council carries out the following activities:

1. Communications for use with the performing groups that have the responsibility for building budgets and to those performing groups responsible for using funds to carry out research, extension and teaching programs.
2. Communications for use with users at the national level (EPA, DOE, etc.); regional level (farm organizations, commodity groups, professional associations, regional commissions, etc.); and state and local level (consumers, producers, business firms, and state and local governments, etc.).
3. Communications that elicit commitment on the part of the performing groups to actively participate with the Joint Council in carrying out joint planning and coordination.
4. Communications that explain the possible uses of outputs of the Joint Council as they become available, and encouragement of the use of them by both performers and users.
5. Communications that explain and document the benefits of joint planning and coordination activities relative to the investment required to carry out the planning and coordination activities.
6. Communications that explain task force reports and special study committee reports and recommendations for use of them as they are forthcoming from the Joint Council elements.

RESOURCES FOR JOINT COUNCIL
PLANNING AND COORDINATION ACTIVITIES

Scientists, Educators and Administrators

The time of scientists, educators and administrators who participate in Council planning and coordination councils, committees and task forces is the most important input that will be involved in planning and coordination.

It is anticipated that all organizations represented on the Council will contribute the time of their scientists, educators and administrators who participate.

Staff Help

Staff help will be needed at both the regional and national levels to achieve the objectives of the Council's planning and coordination efforts. More specifically, it will be needed to help the 12 regional functional committees, the four regional councils, the three national functional committees, the Steering Committee for Planning and Coordination (or its successor) and to some extent, the Council itself in its deliberations on recommendations from the regional councils and national committees.

In an ideal world, the Council would have its own staff paid from funds obtained from voluntary assessments of organizations represented by members of the Joint Council.

In a slightly less ideal world, Council members might collectively support one or a few core staff. Council members might in addition agree to encourage qualified members of their staffs to assist with staff work as needed on assignments that match their specialties and skills.

As it is, some members may not have the resources to contribute to the staff effort. In other cases, mechanisms for tapping the resources available may need to be developed. This may apply especially to teaching and extension partners, to nonland-grant universities, and private industry.

Following are comments on two general sources of staff help for Joint Council planning and coordination activities.

1. Staff supplied by the USDA

In Title XIV, the USDA was given legislative authority to provide staff support to the Joint Council. While the USDA is not in position to provide all of the staff help needed to support the Council's regional and national planning and coordination efforts, it is willing to make a significant commitment.

Most of the staff assistance to the Council would be provided through the Joint Planning and Evaluation Staff (JPE) in SEA. This professional staff is made up of a combination of core staff in JPE; staff detailed to JPE by other units of SEA, ESCS, and FS; and staff from other partners in the Council under the Intergovernmental Personnel Act (IPA).

The professional staff available to the Council through JPE consists of: (1) part-time Executive Director; (2) full-time Executive Secretary; (3) a special staff of four three-fourths time professionals serving the Joint Council and the Users Advisory Board; and (4) time as needed and available from a staff of specialists in subject matter and resource analysis (budget, manpower, facilities).

It is anticipated that the USDA staff would concentrate on assisting with planning and coordination activities of the Council itself, the Steering Committee for Planning and Coordination, and the three national functional committees.

In addition, the USDA staff should be able to assist the four regional councils and the 12 regional functional committees (if they desire such help from this staff) by: (1) providing national summaries, analyses and projections, with regional breakdowns; (2) making suggestions on effective processes of planning and coordination; and (3) assisting with the communication flows among the elements in the Council's planning and coordination structure, and perhaps also linkages with organizations outside the Council's structure

2. Staff assistance from other sources

Additional staff support will be needed to assist in the regional and national planning and coordination efforts of the Council. Other sources of staff help may include:

- a. State agricultural experiment stations. SAES are already providing considerable staff support to the regional and national research planning effort through their Regional Directors-at-Large; through personnel of IR-6, Interregional Project on Planning, Evaluation, Analysis and Coordination of Research; and regional rural development centers.
- b. State cooperative extension services. CES are now providing some staff support through regional rural development centers, regional media coordinators and in other ways.
- c. Resident instruction personnel in land-grant universities
- d. Personnel from nonland-grant universities
- e. Foundations
- f. Private industry

APPENDIX

A. Statutory Requirements Related to Planning and Coordination

Following are verbatim excerpts from Title XIV of the Food and Agriculture Act of 1977 (Public Law 95-113) having special relevance to planning and coordination responsibilities of the Joint Council:

Section 1407

- (d)(1) The primary responsibility of the Joint council shall be to foster coordination of the agricultural research, extension, and teaching activities of the Federal Government, the States, colleges and Universities, and other public and private institutions and persons involved in the food and agricultural sciences.
- (2) The Joint Council's responsibilities shall also be to --
 - (A) provide a forum for the interchange of information among the organizations represented by the members of the Joint Council that will assure improved awareness among these organizations concerning the agricultural research, extension, and teaching programs, results and directions of each organization;
 - (B) analyze and evaluate the economic, environmental, and social impacts of agricultural research, extension, and teaching programs conducted in the United States and determine high priority agricultural research areas, and submit annual reports identifying such high priority research areas to the Secretary;
 - (c) develop and review the effectiveness of a system, for use by the Secretary, of compiling, maintaining, and disseminating information about each federally supported agricultural research or extension project and, to the maximum extent possible, information about private agricultural research and extension projects conducted by colleges and universities, foundations, contract research groups, businesses, and others....
 - (E) assist the Secretary in carrying out the responsibilities assigned to the Secretary under this title through planning and coordination efforts in the food and agricultural sciences that

utilize an effective system of regional and national planning, and by the development of recommendations and reports describing current and long-range needs, priorities, and goals in the food and agricultural sciences and means to achieve these goals;

(G) prepare and submit to the Secretary, not later than December 31 of each year, a statement of recommendations which shall include --

- (i) the Joint Council's recommendations as to unified national, regional, or interstate agricultural research, extension, or teaching programs to be implemented during the following fiscal year, delineating suggested areas of responsibility for Federal and State agencies in carrying out such programs, and the overall planning, evaluation, coordination, and support necessary for such programs, and
- (ii) a summary of agricultural research, extension, and teaching achievements made during, and the status of ongoing projects as of the end of, the prior fiscal year, with respect to the programs conducted by the organizations represented by the members of the Joint Council.

Sec. 1410. The Secretary shall submit to the President and Congress by February 1 of each year a report on the Nation's agricultural research, extension, and teaching activities, and such report shall include --

- (2) The statements of recommendations of the Joint Council developed pursuant to the provisions of section 1407(d)(2)(G) of this title and the statement of recommendations of the Advisory Board developed pursuant to the provisions of section 1408(f)(2)(E) of this title; and
- (3) in the second and succeeding years, a five-year projection of national priorities with respect to agricultural research, extension, and teaching, taking into account both domestic and international needs.

B. Regional Councils

Appointed by:

The Joint Council following recommendations by the ad hoc regional councils and subsequently by the regional councils.

Membership:

Include representation from groups and organizations identified by the Joint Council as potential nominees for membership, as well as others deemed appropriate by ad hoc regional councils. Will vary according to the region; e.g., the Western Regional Council would not include a representative from the 1890 group. Might include at least one member from each of the three functional regional committees -- research, extension, and teaching.

Structure:

Regional council, executive committee, subcommittees, or other structure to address a particular issue or study area, particularly when called upon by the Joint Council to assist the regional council in carrying out responsibilities which are assigned to the Joint Council; e.g., evaluating impacts of food and agricultural sciences, review the effectiveness of different entities associated with agricultural research, extension, resident instruction, and others.

Functions and Operations:

1. Establish and coordinate regional committees on research, extension, and teaching, giving particular attention to problems and issues which cut across the three functions.
2. Develop and adopt rules of operation of the regional council, including such matters as standard operating procedures for conducting meetings (location, time, support logistics, and others), means of communicating with other groups and organizations, both within the Joint Council organizational structure and outside.
3. Review recommendations from regional committees and make this a prompt process. The regional councils may request the regional committee submitting the report to undertake further work and development, as appropriate.

4. Place national problems before the Joint Council and national functional committees.
5. Serve as a communications channel between research, extension, and teaching in the food and agricultural sciences and the public sector.
6. Identify program areas encompassing agricultural research, extension, and teaching.
7. Promote cooperation in the development of program components in research, extension, and teaching within the region.
8. Develop a coordinated plan for the implementation of regional programs in research, extension, and teaching.
9. Establish a plan for periodic reviews of research, extension, and teaching programs conducted within a region.
10. Schedule periodic meetings at least annually, involving representation from research, extension, and teaching subcommittees to facilitate the implementation of programs across the functional areas.

Communications:

1. Serve as a communication channel with the Joint Council regarding regionally integrated efforts of the three functional regional committees.
2. Bring to the attention of the appropriate national functional committee problems and opportunities, as well as to the Joint Council.

C. Regional Committees

Appointed by:

Regional councils

Membership:

To be determined by the regional councils. May include but not restricted to specialists, professionals, and others involved in research, extension, or teaching, a person with membership on the specific national functional committee, a person with membership on the regional council.

Structure:

May develop subcommittees to be composed of a broad range of other professionals (health, environmental protection, energy, and others) from the grassroots level in the major program areas that research, extension, and teaching are emphasizing. Each subcommittee may have a professional liaison from each regional committee.

For example, in each region there could be four ad hoc committees for extension to cover agriculture, home economics, 4-H, and natural resources. Research and teaching could have similar ad hoc or standing subcommittees.

Functions and Operations:

1. Elect officers and establish structure, develop operating guidelines, establish a timetable for meetings and production schedule.
2. Develop lines of communication for dialogue with peer groups, national functional committees, and regional councils.
3. Focus on research, extension or teaching problems within the region in order to assist the Joint Council in achieving its legislated functions:

The following are suggested as specifics for each of the three functions:

Research:

1. Identify regional research needs and establish priorities for the implementation of projects.
2. Consider the need for establishing centers of excellence and regional contributors.
3. Establish on a regional basis a system for communicating with clientele groups.

4. Establish a channel of communication with the National Research Committee and the Joint Council.
5. Develop and implement an evaluation system for regional research programs.

Extension:

1. Identify regional extension needs and establish priorities for the implementation of extension programs.
2. Interface with clientele and/or users groups to identify areas of concern and to communicate information about in-place programs.
3. Communicate regional extension needs to the Joint Council through the appropriate regional council and the National Extension Committee.
4. Establish a periodic review system for ongoing programs within the region.

Teaching:

1. Establish a channel of communication with clientele groups to provide an effective interchange relative to educational programs and clientele needs.
2. Continue and refine the manpower assessment at the regional level.
3. Communicate potential needs and related information (including areas with surplus manpower) concerning graduates to educational institutions within the region.
4. Identify educational needs specific to the region.
5. Communicate regional educational needs to the regional council and the National Teaching Committee.
6. Develop a regional system of communication among educational institutions.
7. Organize regional conferences and symposia to effect educational development in new and emerging areas as appropriate.
8. Develop and implement a regional evaluation of educational programs.
9. Establish regional priorities for utilization of federal support.

Communications:

1. Problems and issues may be referred to regional committees by individuals and by both the regional councils and national committees.
2. Regional committees are responsive to both regional councils and national committees.
3. Regional committee reports may be submitted directly to the respective national functional committees without regional council approval.

D. National Committees

Appointed by:

Joint Council, with advice of regional councils.

Membership:

To be determined by the appointing body and may include at least one member of each of the specific regional functional committees (research, extension, and teaching).

Structure:

To be determined by the respective national committees.

Functions and Operations:

1. Elect officers, develop procedures of operation, and establish lines of communication with the Joint Council, regional councils and regional functional committees.
2. Develop national plans for program areas and subareas within the functions and establish priorities, identify problems and opportunities.
3. Develop plans and mechanisms to achieve national coordination within their functions and subareas thereof.
4. Foster the adoption of national plans and coordination mechanisms among all public and private partners in the food and agricultural science and education system.
5. Integrate the work of and foster interactions among two or more regional committees within their function where relevant.
6. Assist the Joint Council and its constituents in the consideration of specific national problems and opportunities within its function.
7. Consolidate programs identified and priorities established by regional councils and regional committees.
8. Identify national programs and establish priorities.
9. Serve as a communications channel between regional functional committees and the Joint Council, as well as provide liaison between the Council and the regional committees.

Communications:

1. Receive from and send information to regional functional committees, and the Joint Council.
2. Exchange information with working groups and study units of the Joint Council.



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